

Department of Correction and Rehabilitation Performance Review

Art Wallenstein, Director
March 27, 2012

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and Introductions**
- **Review of Net Annual Work Hours Studies**
 - Results of CountyStat Report
 - Results of DOCR Contract Report
- **Review Departmental Performance**
 - Budget
 - Performance Measures
- **Wrap-up and Follow-up Items**



Meeting Goal

- **Meeting Goals:**

- Identify area where workforce availability is being impacted
- Identify areas of DOCR operations that based on performance trend lines should be targets for further improvement

- **How we measure success:**

- Provide recommendations to address workforce availability concerns
- Comparison of headline performance measures to previous year's performance will determine if departmental operations are improving, maintaining, or declining



Methodology on CountyStat NAWH Analysis

- **Looked at 26 pay periods in CY2011**
- **Annual Net Work Hours = average number of hours an employee was on regular pay**
 - Only includes employees who earned regular pay in at least one of the first three and at least one of the final three pay periods of the year
 - Only includes full-time, permanent County employees
- **Availability = Annual Net Work Hours / Annual Work Hours**
 - Annual Work Hours = 2080 or 2496 (MCFRS only)
- **Employees Included = number of employees included in Net Work Hours calculations**



Summary of Availability by Department

Availability = Annual Net Work Hours / Annual Work Hours

84% was the average availability of 27 County departments with at least 10 eligible employees.

These departments fall below that 84% availability.

	<u>Employees*</u>	<u>Total Hours</u>	<u>Avg Annual Hours</u>	<u>Availability</u>	<u>Pct of Employees With Availability Above 84%</u>
FRS	1,124	2,166,708	1928	77%	24.20%
DOCR	461	779,195	1690	81%	44.25%
POL	1,495	2,559,904	1712	82%	48.29%
PIO	46	79,414	1726	83%	50.00%
DGS	385	665,374	1728	83%	52.21%
HHS	780	1,348,089	1728	83%	47.05%
LIB	159	275,698	1734	83%	45.28%
DOT	1,066	1,853,578	1739	77%	56.85%



**Includes employees who reported regular pay hours in at least one of the first 3 and one of the last 3 pay periods of the year.*

General Leave Categories and Pay Codes

Below are Pay Element Codes that CountyStat used to define group the different leave categories

Leave Category	Pay Element Detailed Code
Annual	MCG Annual Lv FMLA Taken
	MCG Annual Lv Parental Taken
	MCG Annual Lv Unscheduled Taken
	MCG Annual Taken
PTO	MCG PTO FMLA Taken
	MCG PTO Leave Payout
	MCG PTO Parental Lv Taken
	MCG PTO Taken
Sick	MCG Sick FMLA Taken
	MCG Sick Lv Parental Taken
	MCG Sick Lv Unscheduled Taken
	MCG Sick Taken
	MCG Donated Sick Lv FMLA Taken
	MCG Donated Sick Lv Taken
	MCG Family Sick Leave FMLA Taken
	MCG Family Sick Leave Taken

Leave Category	Pay Element Detailed Code
Admin	MCG Admin Leave Bone Marrow
	MCG Admin Leave FOP
	MCG Admin Leave OPT
	MCG Admin Leave Pay
	MCG Admin Lv Fire
	MCG Admin Lv Injury
Disability	MCG Admin Lv Injury FMLA
	MCG Disability Pay
Personal	MCG Disability Pay FMLA
	MCG Personal Day FMLA Taken
	MCG Personal Day Parental Lv Taken
Religious	MCG Personal Day Taken
	MCG Religious Leave Taken
Furlough	MCG Furlough Taken
Military	MCG Military Leave



FMLA and Parental Categories and Pay Codes

Below are Pay Element Codes that CountyStat used to define the Family Medical Leave Act (FMLA) and Parental Leave categories.

FMLA	
MCG Annual Lv FMLA Taken	MCG PTO FMLA Taken
MCG Sick FMLA Taken	MCG Donated Sick Lv FMLA Taken
MCG Admin Lv Injury FMLA	MCG Personal Day FMLA Taken
MCG Disability Pay FMLA	

Parental	
MCG Annual Lv Parental Taken	MCG PTO Parental Lv Taken
MCG Sick Lv Parental Taken	MCG Personal Day Parental Lv Taken



Leave by Category

Percent:

Percent of Total Leave Used

Hours:

Total Hours of Leave Used

	<u>All Positions</u>
Annual	42.39% 73,237
PTO*	0.40% 696
Sick	29.49% 50,953
Admin	21.39% 36,949
Personal	3.23% 5,577
Military	2.61% 4,512
Furlough	0.48% 836
Disability	0.01% 16

General
Leave

**DOCR's Admin and FMLA
leave make-up a high
proportion of the
department's leave.**

FMLA	10.12% 17,493
Parental	1.78% 3,082
Other	88.09% 152,202

Sub-
Categories



Department of Correction and Rehabilitation

Findings on Leave Usage

- **62% of Administrative leave was due to injury**
 - 72 employees were placed on Admin-injury leave for a total of 22,955 hours, or the equivalent of 11 MCG workyears. 37 employees compiled more than 80 hours (2 weeks worth) of Admin-injury leave.
- **142 employees used 17,490 hours (8 workyears) of FMLA leave**
 - Average of 123 hours, median of 80 hours, max of 880 hours used
 - The two largest groups to use FMLA leave were Corporals and Sergeants
 - 81 Corporals used an average of 109 hours each
 - 11 Sergeants used an average of 153 hours each
 - The largest portion of FMLA leave was MCG Sick FMLA Taken.
- **Only 4 employees (all uniformed positions) used Military leave, but they used a total of 4,512 hours which is the equivalent of 2 MCG workyears**



Average Leave Amounts by Category, per Employee

The following takes the total hours used in each leave category and divides it by the total uniformed or non-uniformed employees.

This shows if there is a difference between usage of leave between uniformed and non-uniformed employees

There is a significant difference between uniformed and non-uniformed employees in the Admin Leave category.

	<u>Uniformed</u> (324)	<u>Non-Uniformed</u> (162)
Annual	40.55% 156	47.19% 139
PTO*	0.00% 0	1.46% 4
Sick	28.45% 110	32.20% 95
Admin	24.91% 96	12.16% 36
Personal	2.01% 8	6.41% 19
Military	3.61% 14	0.00% 0.00
Furlough	0.45% 2	0.58% 2
Disability	0.01% 0.05	0.00% 0
FMLA	9.04% 35	12.96% 38
Parental	1.99% 7	1.25% 3
Other	88.97% 343	85.79% 253

General
Leave

Sub-leave
Categories



DOCR Summary of CY11 Administrative Leave

Administrative Leave Categories

CountyStat contacted Risk Management which stated that there may be a manual coding issue at OHR/Payroll that is causing **Admin Lv Injury** to be used when **Disability Pay** should be used.

	Total Hours	Average Hours Per Pay Period	Max Hours Per Pay period
MCG Admin Leave OPT	1,303	10	40
MCG Admin Leave Pay	11,253	16	80
MCG Admin Lv Injury	22,955	63	80
MCG Admin Lv Injury FMLA	1,440	72	80

MCG Admin Leave Injury is the most used component in the admin leave category.



**Includes employees who reported regular pay hours in at least one of the first 3 and one of the last 3 pay periods of the year.*

Summary of CY11 High FMLA Use by Department

Departments in which FMLA leave comprised at least 5% of the department's total leave.

	Total FMLA Hours	Percent of Total Leave	Percent Employees Using FMLA	Total Employees
DOCR	17,492	10.12%	30.80%	461
REC	1,261	5.03%	26.67%	96
PIO	830	5.27%	23.91%	46
DOT	23,945	6.56%	20.92%	1,066
OMB	603	11.15%	16.67%	24

DOCR has the highest percent of employees using FMLA.



**Includes employees who reported regular pay hours in at least one of the first 3 and one of the last 3 pay periods of the year.*

FMLA Leave – Key Points

- **FMLA use is currently approved by an individual's supervisor, using a standard application which requires sign off by a medical doctor.**
 - Starting July 1, this process will be centralized through a single County office.
- **Employees may use FMLA in conjunction with annual, sick, donated sick, personal, or PTO leave hours, and may claim up to 480 FMLA hours in one calendar year.**
- **FMLA may be requested for a single block of time, or for intermittent use within a given time period.**
- **An eligible employee may use FMLA leave for any of the following reasons:**
 - a) to care for newborn, newly adopted child, or newly placed foster child
 - b) to obtain prenatal care;
 - c) to care for family member's or own serious health condition
 - d) because of the employee's serious health condition that makes the employee unable to perform the essential functions of the employee's position;
 - e) to handle an exigency arising from the employee's spouse, domestic partner, parent, daughter, or son serving on active duty under a call or order or being notified of an impending call or order to active duty in support of a contingency operation.
- **Tracking of Leave is by employee's supervisor and payroll**



Detailed Breakdown of Leave by Categories

	UNIFORMED			
	<u>Corporal</u> (221)	<u>Lieutenant</u> (19)	<u>Sergeant</u> (41)	<u>Captain</u> (4)
Annual	38%	44%	53%	0%
	34,046	3,244	6,979	0
PTO*	0%	0%	0%	0%
	0	0	0	0
Sick	32%	35%	6%	56%
	28,312	2,579	846	61
Admin	27%	18%	24%	22%
	23,897	1,340	3,123	24
Personal	2%	2%	2%	22%
	1,704	160	296	24
Military	1%	0%	14%	0%
	712	0	1,840	0
Furlough	0%	0%	0%	0%
	420	0	44	0
Disability	0%	0%	0%	0%
	16	0	0	0
FMLA	10%	5%	13%	0%
	8,686	347	1,685	0
Parental	2%	7%	1%	0%
	1,506	542	80	0
Other	89%	88%	87%	100%
	78,915	6,434	11,362	109



Detailed Breakdown of Leave by Categories

	UNIFORMED		NON-UNIFORMED	
	<u>Dietary Officer</u> (14)	<u>Resident Supervisor II</u> (25)	<u>Admin Staff</u> (73)	<u>Health Staff</u> (89)
Annual	39% 2,059	43% 4,355	45% 9,348	49% 13,208
PTO*	0% 0	0% 0	3% 696	0% 0
Sick	27% 1,439	23% 2,324	32% 6,517	33% 8,875
Admin	31% 1,653	11% 1,103	12% 2,491	12% 3,319
Personal	2% 120	2% 207	7% 1,435	6% 1,631
Military	0% 0	20% 1,960	0% 0	0% 0
Furlough	1% 31	1% 65	1% 148	0% 129
Disability	0% 0	0% 0	0% 0	0% 0
FMLA	7% 373	2% 206	15% 3,021	12% 3,175
Parental	2% 93	3% 264	1% 170	2% 427
Other	91% 4,835	95% 9,543	85% 17,443	87% 23,560



CountyStat Recommendations

- Given the high amount of FMLA hours as a proportion to its workforce, DOCR should review with OHR the usage and coding of FMLA leave to assess whether leave is being assigned appropriately, whether the payroll system is coding data properly and whether or not a change in procedures will enable DOCR to reduce total hours of FMLA.
- DOCR should review with OHR and OMS processes and procedures, payroll coding and management of Administrative Injury Leave in general to address the amount of hours being used in this category in order to determine whether or not disability pay (and the requirements that go with it) should be used instead.



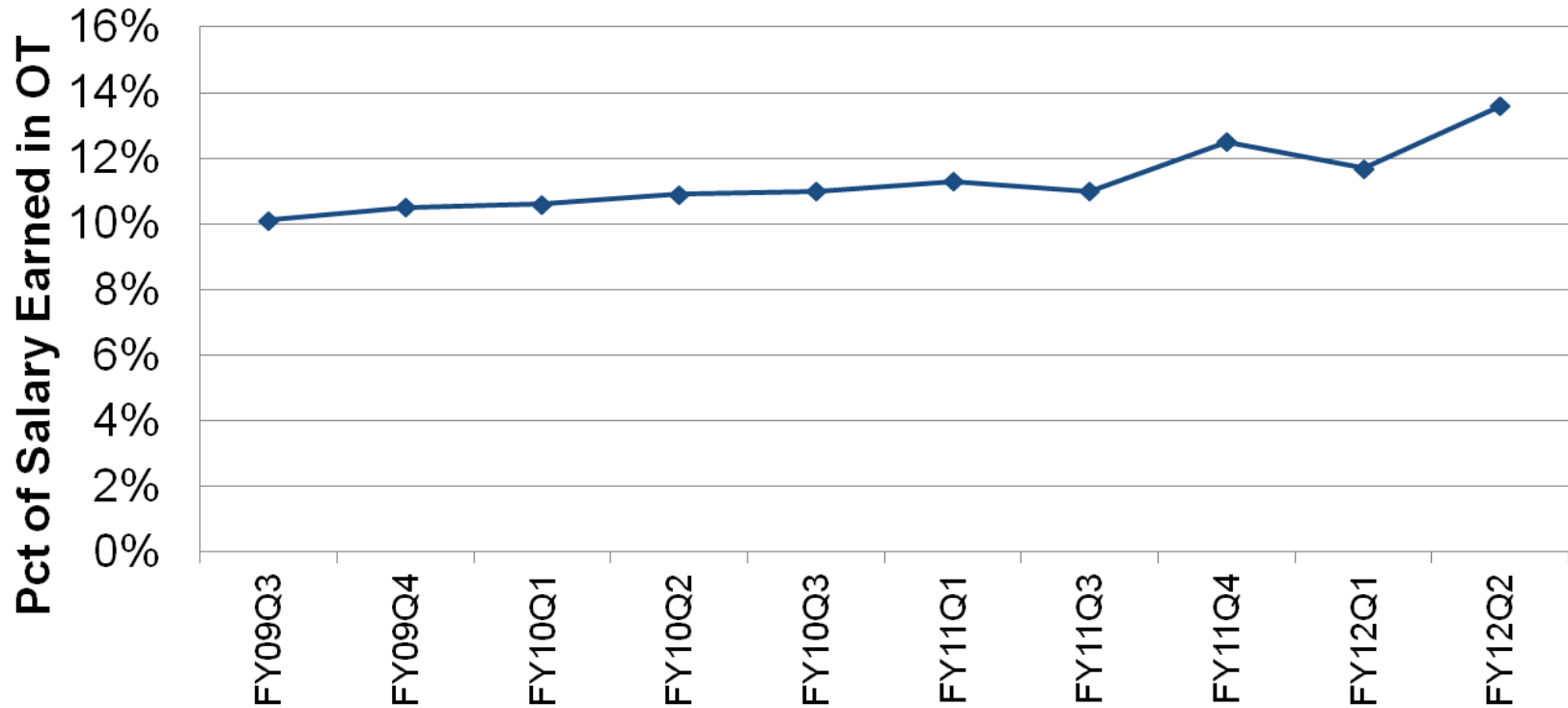
Workforce Availability and Overtime

- The lower of workforce availability could a factor in more employees earning on average more of their salary in overtime
- Increased sick leave usage could be contributing to overtime and decreasing workforce availability.



Changes in Quarterly Overtime Amount by Salary Range

Avg Amount of Overtime to Total County Salary



The average DOCR employee has increasingly earned more of their overtime as a percent of the value of their total county salary from 10.1% to 13.6%.



Changes in Quarterly Overtime Amount by Salary Range

Range	FY09-Q3	FY09-Q4	FY10-Q1	FY10-Q2	FY10-Q3
0-25%	507 93%	495 93%	493 92%	497 93%	488 92%
26-50%	32 5.90%	33 6.20%	33 6%	32 6.00%	37 7.00%
51-75%	4 0.70%	4 0.70%	6 1.10%	5 0.90%	1 0.20%
76%+	3 0.50%	3 0.60%	3 0.60%	3 0.60%	2 0.40%
Avg %	10.1%	10.5%	10.6%	10.9%	11.0%
Total employees	546	535	535	537	528

Range	FY11-Q1	FY11-Q3	FY11-Q4	FY12-Q1	FY12-Q2
0-25%	472 91%	457 90%	446 88%	469 90%	453 86%
26-50%	39 7.51%	41 8.00%	45 9%	39 7%	50 10%
51-75%	6 1.16%	6 1%	9 2%	12 2%	16 3%
76%+	2 0.39%	2 0.40%	6 1%	4 1%	7 1%
Avg %	11.3%	11.0%	12.5%	11.7%	13.6%
Total employees	519	506	506	524	526

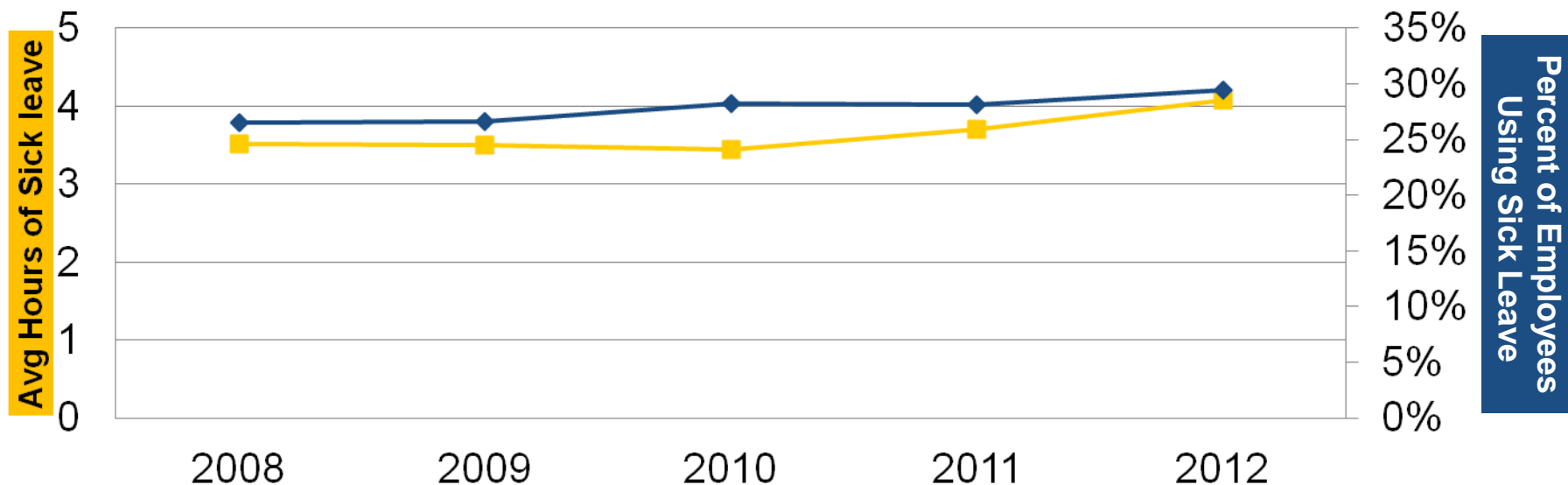
The average DOCR employee has increasingly earned more of their overtime as a percent of the value of their total county salary from 10.1% to 13.6%.



Data from HCM

Data from ERP

DOCR Sick Leave Usage



Fiscal Year	2008	2009	2010	2011	2012 (Partial Year)
% of Employees Using Sick Leave	26.5%	26.6%	28.2%	28.1%	29.5%
Avg Hours of Sick Leave	3.51	3.50	3.45	3.70	4.08

There are slight increases in average hours of sick leave used and percent of employees using sick leave per pay period.

Sick Leave Includes: MCG Sick Taken, MCG Family Sick Leave FMLA Taken, MCG Family Sick Leave Taken, MCG Sick FMLA Taken, MCG Sick Lv Parental Taken, MCG Sick Lv Unscheduled Taken



DOCR Contract NAWH Study

“Net Annual Work Hours” (NAWH) is a number that describes the average annual hours that each classification of employee reports for duty on a relieved post. These figures are needed to determine how many employees must be hired (gross regular hours) to “net” the required annual coverage hours.

- An average correctional officer is scheduled to work 5 days per week, 52.14 weeks per year. This represents 2,086 regular hours of scheduled work for each officer per year.
- NAWH for all classifications of employees, in both facilities decreased in 2011, from 6.5% to 13.2%. Based on these findings, it required more employees to deliver the same number of hours that were worked in that calendar year.



Key Points from DOCR NAWH Study

The net reduction in NAWH was the result of several factors:

- FMLA leave is (4A) now broken out as a separate category, and at the same time increased in 2011.
- New Employee Training Hours (5A) increased due to an increase in staff turnover and the first-year training that is required for new hires.
- Average Disability Hours (10) at least doubled for each classification of employee
- 26 hours Compensatory Leave (15) did not occur in 2010, but subtracted 14-19 hours from employee time on post in 2011. This was offset somewhat by the Compensatory Leave Credit for Longevity (16) in 2010.
- A new category, *Additional Hours Off Post for Details* (17) was added to the calculations.



Net Annual Work Hours (NAWH) Calculations, 2010 and 2011

	NET ANNUAL WORK HOURS 2010 and 2011	MCDC 2010 CO I- II-III	MCDC 2010 Sgt	MCCF 2010 CO I-II- III	MCCF 2010 Sgt		MCDC 2011 CO I- II-III	MCDC 2011 Sgt	MCCF 2011 CO I-II-III	MCCF 2011 Sgt
1	TOTAL HOURS CONTRACTED ANNUALLY	2,086	2,086	2,086	2,086		2,086	2,086	2,086	2,086
	AVERAGE ANNUAL HOURS AWAY FROM POST									
2	Average Annual Leave Hours (ANL)	117	143	117	125		127	160	141	169
3	Average Compensatory Hours (CPL)	32	31	34	32		36	31	38	37
4	Average Sick Leave Hours (SKL and FSL)	105	97	110	104		108	98	107	96
4 A	Aver. Family and Medical Leave Act Hours (FMLA)	0	0	0	0		41	15	38	49
5	Required Training Hours (Mandated)	27	28	51	39		56	55	43	39
5A	New Employee Required Training Hours	10	0	15	0		25	0	28	0
5B	Average Field Trainer Officer Hours (FT2)	8	19	11	5		20	19	12	24
6	Personal Leave Hours (PER)	7	9	7	6		8	8	8	8
7	Average Military Leave Hours (Active Only)	5	0	0	63		0	0	4	60
8	Average Medical Exam Hours	3	3	3	3		3	3	3	3
9	Average AD2 Hours - Union Activity	1	21	2	3		1	0	2	0



Data From DOCR Commissioned Study

Net Annual Work Hours (NAWH) Calculations, 2010 and 2011

	NET ANNUAL WORK HOURS 2010 and 2011	MCDC 2010 CO I- II-III	MCDC 2010 Sgt	MCCF 2010 CO I-II- III	MCCF 2010 Sgt		MCDC 2011 CO I- II-III	MCDC 2011 Sgt	MCCF 2011 CO I-II-III	MCCF 2011 Sgt
10	Average AD5 Hours - Temporary Disability	7	2	9	23		125	44	58	55
10A	Average Disability Hours (DAL)	27	0	28	7					
11	Average Administrative Leave Hours (AML)	21	9	24	12		10	23	20	29
12	Average Leave Without Pay Hours (LWOP)	4	0	5	0		6	0	7	0
13	Average Holidays Leave Hours	73	72	72	76		80	56	91	55
14	40 Hrs. Furlough Leave Hours	9	4	7	2		4	1	2	1
15	26 Hrs. Compensatory Leave Credit (Reflect in 2011)	0	0	0	0		15	14	19	19
16	Compenatory Leave Credit for Longevity (60 Hours)	6	2	1	14					
17	Additional Hours Off-Post for Details	0	0	0	0		11	18	9	5
	TOTAL Average Annual Hours Away From Post	461	439	497	515		676	545	630	649
18	NAWH Net Annual Work Hours [on Post]	1,625	1,647	1,589	1,571		1,410	1,541	1,456	1,437
			2010 NAWH				1,625	1,647	1,589	1,571
			Difference 2010 to 2011				215	107	133	135
			Percent Difference				13.2%	6.5%	8.4%	8.6%



Agenda

- Welcome and Introductions
- Review of Net Annual Work Hours Studies
 - Results of CountyStat Report
 - Results of DOCR Contract Report
- **Review Departmental Performance**
- **Wrap-up and Follow-up Items**



Historical Budget and Work year Overview

Budget	FY09	FY10	FY11	FY12
DOCR General Fund Approved	\$65,602,820	\$65,414,400	\$61,806,240	\$61,264,450
DOCR Total as Percent of Total MCG Operating	4%	4%	4%	3.8%












Work Year	FY09	FY10	FY11	FY12
DOCR General Fund Approved	620.6	597.9	554.2	558.2
DOCR Total as Percent of Total MCG Operating	6.2%	6.1%	6.2%	6.2%

DOCR's budget and work years have declined since FY09.

DOCR's approved budget and workyears have remained steady in terms of the percent of the total County's budget and workyears.



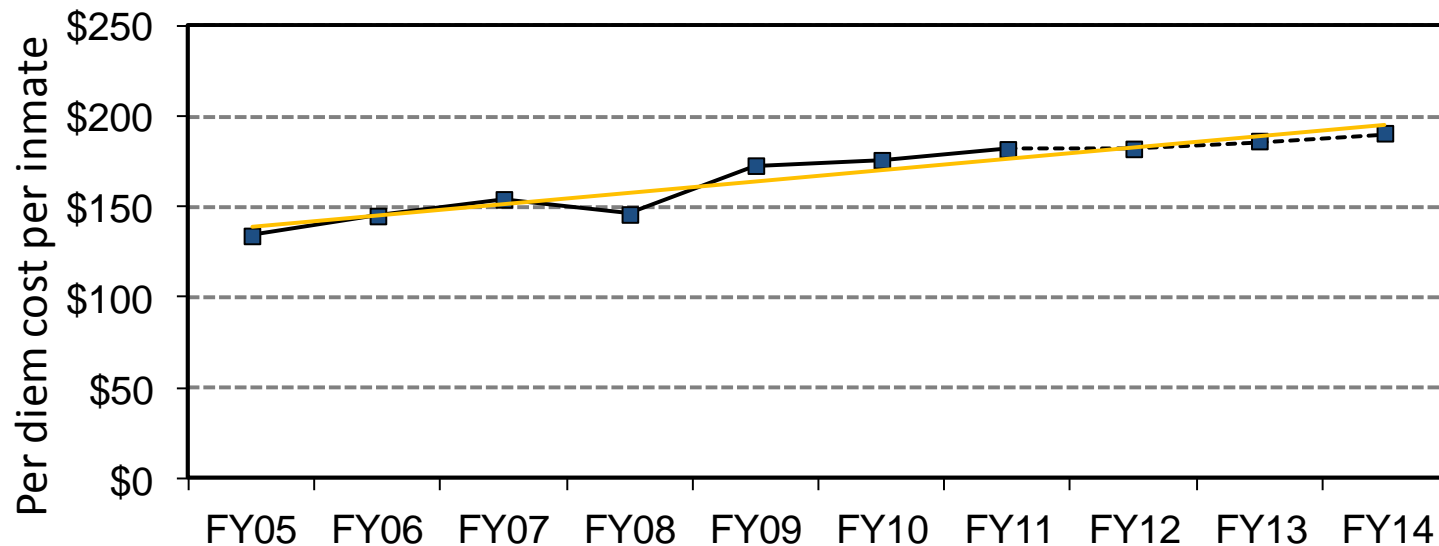
FY 11 Headline Measure Performance

<u>Performance Measure Text</u>	<u>FY11</u>	<u>FY10</u>	<u>Performance</u>
Per diem cost per inmate	\$182	\$172	
Security incidents - Number of escapes from the Pre-Release Center, a community located, minimum security program	5	3	
Security incidents - Number of inmate assaults on staff	8	6	
Zero tolerance security incidents - Number of inappropriate releases of inmates	5	2	
Zero tolerance security incidents - Number of inmate suicides	1	1	
Zero tolerance security incidents - Number of jail escapes	0	0	
Zero tolerance security incidents - Number of sexual misconduct or Prison Rape Elimination Act (PREA) incidents	4	0	
Percent of total bed needs met	100%	100%	
Percent of accreditation standards met	100%	100%	
Self growth and development programs - Percent of inmates at the Montgomery County Correctional Facility participating in programs	68%	78%	
Self growth and development programs - Percent of inmates at the Pre-Release Center participating in programs	100%	100%	



Headline Measure #1: Per Diem Cost Per Inmate

Per diem cost per inmate = Total expenditures / Total prisoner days. This is the cost to house one prisoner for one night.



	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Cost per Inmate	\$134	\$145	\$154	\$167	\$173	\$176	\$182	\$182	\$186	\$190
Year Difference		\$11	\$9	\$13	\$27	\$3	\$6	\$0	\$4	\$4
Year Percent Increase		8.2%	6.2%	8.4%	3.6%	1.7%	3.4%	0%	2.2%	2.1%

DOCR is experiencing and projecting increasing cost per inmate



Headline Measure #1: Per Diem Cost Per Inmate

Factors Influencing Performance Other Jurisdictions

Comparing across jurisdiction is not possible given the various methodologies in calculating “average cost.” The following is to only provide contextual examples of what other jurisdictions publish as spending per inmate.

Fairfax County	FY08 Act	FY09 Act	FY10 Act	FY11 Est	FY12 Est
Adult Detention Center average cost per prisoner day	\$143	\$145	\$149	\$150	\$152

Average cost per prisoner day	FY08 Act	FY09 Act	FY10 Act	FY11 Est	FY12 Est
Alexandria City	\$135	\$144	\$147	N/A	N/A
Arlington County	\$134	\$151	\$157	N/A	N/A
Loudoun County	\$169	\$165	\$178	N/A	N/A



Source: Fairfax County Budget Document; Virginia Compensation Board Annual Jail Revenues and Expenditures Report, www.scb.virginia.gov/reports.cfm

Headline Measure #1: Per Diem Cost Per Inmate

Factors Influencing Performance

▪ Departmental Explanation for FY11 Performance:

- Minimal movement in per diem reflects DOCR control in those overtime categories where department exercises direct intervention and management. DOCR has little control over OT generation from workman's compensation cases, injury off duty cases, duration of the time frames for return to work and other factors where DOCR seeks central County engagement to improve practices. Several have been proposed at the bargaining table and rest with the County negotiating team. This area of practice warrants a county wide analysis, especially for all 24/7 direct service agencies.
- DOCR commends OMB for creating the bi-weekly OE spreadsheet which allowed DOCR as a 24/7 small city to operate during the recent freezing of OE purchases Countywide. This established a process to operate within an accountability framework.

▪ Departmental Explanation for FY12-FY14 Projections:

- Future projections would be impacted by a group of major variables: average daily population over a full year (no short term spikes used for calculations), and major changes in costs that are now not recognizable nor available to DOCR (illustrative only: Collective Bargaining Agreement changes during the current negotiations that will impact the next 1-3 years, absence of ability to impact large number of employees on disability or non-disability leave requiring significant overtime backfill over an extended period of time and expensive breakdowns in basic maintenance or need for immediate upgrades in detention electronics/MCDC stabilization and department support for DGS given budget reductions they have experienced in proactive maintenance operations.



Headline Measure #1: Per Diem Cost Per Inmate

Factors Influencing Performance

Elements Contributing to increases

- Food Costs

DOCR is expecting increasing costs given current economic climate and procurement regulations.

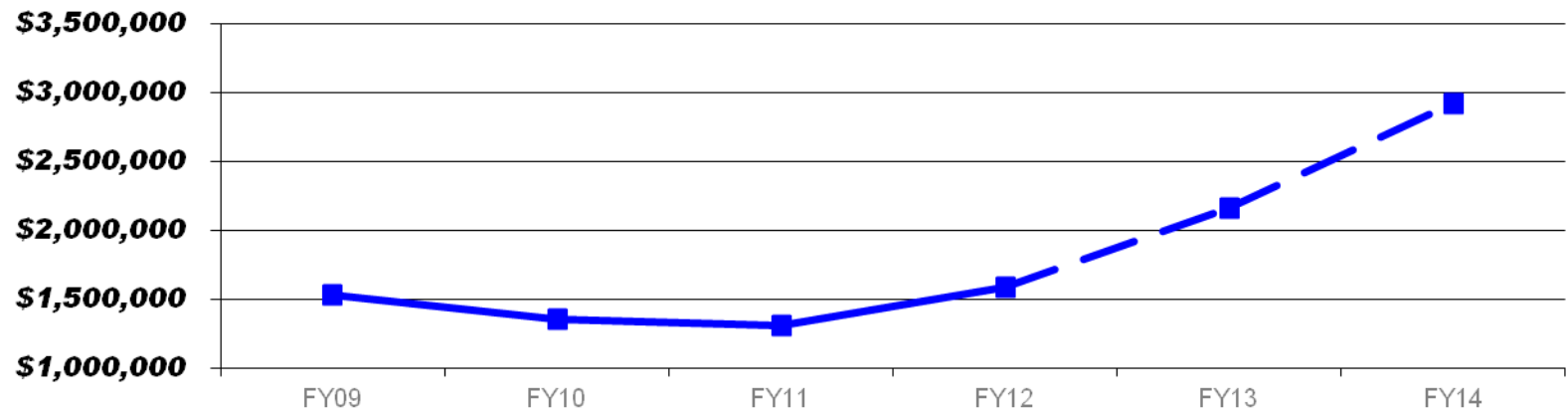
- Personnel Costs

DOCR has experienced overall increases in personnel costs.



Food Service Cost Considerations

DOCR Food Costs



Cost Concerns:

Factors directly impacting food cost increases: inflation, weather conditions, fuel prices, value of the USD, Global Demand.

By the end of FY12 the cost of religious diets will have increased tenfold due to a recent Supreme Court decision mandating inmate access to religious meals.

FDA food commodity price index shows an increase of 43% from CY08 to CY12, yet DOCR food costs reflects a slight increase. This is due to extremely effective cost containment in spite of out dated procurement processes.



Data from DOCR

Growth in Personnel Costs, FY05 – FY14

Item	Actual Expenditures for Relevant DOCR Units							
	FY05	FY06	FY07	FY08	FY09	FY10	FY11 (b)	FY12 EST
Full-time salaries	\$19,174,055	\$20,372,496	\$22,085,323	\$24,089,919	\$29,214,595	\$28,989,885	\$27,347,803	\$33,555,421
Overtime*	\$3,349,875	\$3,891,942	\$3,857,695	\$3,595,867	\$3,750,913	\$3,491,681	\$4,036,067	\$3,453,324
Annual leave	\$1,576,450	\$1,710,632	\$1,820,160	\$2,005,946	\$2,391,909	\$2,284,352	\$1,899,988	\$2,310,216
Sick leave	\$999,578	\$1,069,891	\$1,229,944	\$1,324,572	\$1,579,810	\$1,496,702	\$1,549,590	\$1,578,836
Admin leave	\$783,325	\$756,784	\$774,999	\$820,993	\$655,225	\$572,071	\$769,776	\$937,930
Holiday premium	\$535,335	\$562,758	\$561,147	\$617,645	\$731,372	\$658,165	\$732,856	\$585,184
Shift differential	\$475,489	\$475,667	\$492,506	\$514,542	\$569,122	\$558,698	\$524,813	\$437,449

* In FY08, overtime-lunch was split from the rest of overtime into its own subobject code. For comparison purposes, both are included here. b: Furlough Year Data: From DOCR



Growth in Personnel Costs, FY05 – FY14

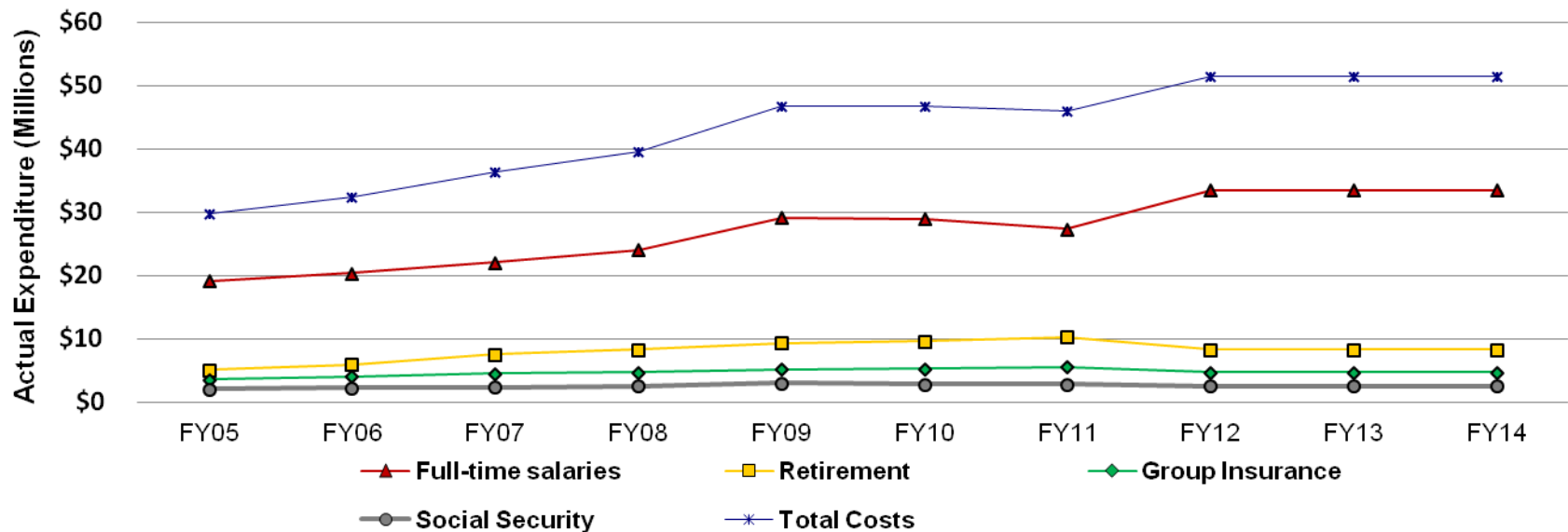
Item	Percent Increase in Actual Expenditures							
	FY05-FY06	FY06-FY07	FY07-FY08	FY08-FY09	FY09-FY10	FY10-FY11	FY05-FY11	FY11-FY12
Full-time salaries	6%	8%	9%	21%	-1%	-6%	30%	23%
Overtime*	16%	-1%	-7%	4%	-7%	16%	17%	-14%
Annual leave	9%	6%	10%	19%	-4%	-17%	17%	22%
Sick leave	7%	15%	8%	19%	-5%	4%	35%	2%
Admin leave	-3%	2%	6%	-20%	-13%	35%	-2%	22%
Holiday premium	5%	-0.3%	10%	18%	-10%	11%	27%	-20%
Shift differential	0%	4%	4%	11%	-2%	-6%	9%	-17%

Green shows areas of increases.



* In FY08, overtime-lunch was split from the rest of overtime into its own subobject code. For comparison purposes, both are included here.

Growth in Personnel Costs, FY05 – FY14

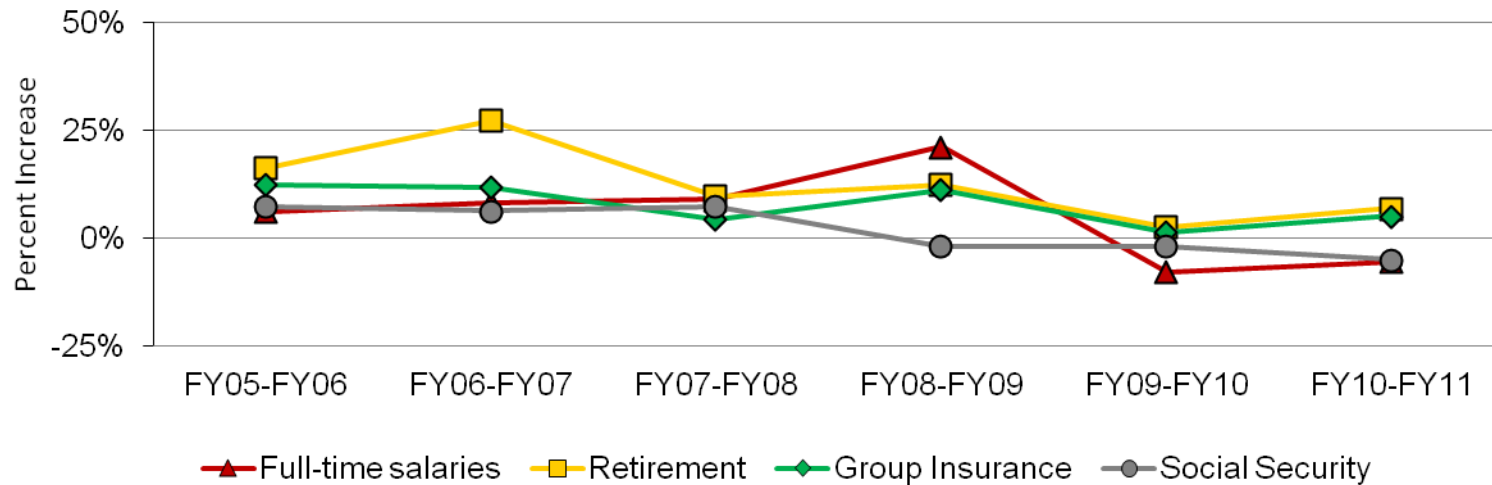


Item	Actual Expenditures for Relevant DOCR Units						
	FY08	FY09	FY10	FY11 B	FY12 EST	FY13 EST	
Full-time Salaries	\$24,089,919	\$29,214,595	\$28,989,885	\$27,347,803	\$33,555,421	\$33,555,421	\$33,555,421
Retirement	\$8,289,719	\$9,319,874	\$9,577,961	\$10,251,661	\$9,418,127	\$9,418,127	\$9,418,127
Group Insurance	\$4,680,371	\$5,209,683	\$5,288,705	\$5,563,322	\$5,742,822	\$5,742,822	\$5,742,822
Social Security	\$2,542,081	\$3,001,125	\$2,946,086	\$2,802,757	\$2,860,100	\$2,860,100	\$2,860,100
Total Costs	\$39,602,090	\$46,745,277	\$46,802,637	\$45,965,543	\$51,576,470	\$51,576,470	\$51,576,470

B: Furlough year



Annual Percent Change in Personnel Costs, FY05 – FY11



Item	Percent Increase in Actual Expenditures							
	FY05-FY06	FY06-FY07	FY07-FY08	FY08-FY09	FY09-FY10	FY10-FY11	FY11-FY12	FY12-FY13
Full-time salaries	6%	8%	9%	21%	-1%	-6%	23%	0%
Retirement	16%	27%	10%	12%	3%	7%	-8%	0%
Group Insurance	13%	12%	5%	11%	2%	5%	3%	0%
Social Security	7%	6%	8%	18%	-2%	-5%	2%	0%
Total	9%	12%	9%	18%	0%	-2%	12%	0%



Recovery of Expenditures

State Per Diem Reimbursement, FY05 – FY14

In April, 2009 the General Assembly abolished 95% of the HB474 per diem reimbursement to jails. This surprise State Budget Revision cost the County General Fund **\$3 million every year**. The action abolished a 27 year old sentencing and reimbursement compact between state and counties.

The County's January 2012 legislative focus is the leading restoration efforts of HB474 reimbursement funding and efforts to reduce sentencing to county jails from 18 to 12 months. Desired success in these two areas will provide financial relief to the local jurisdictions.

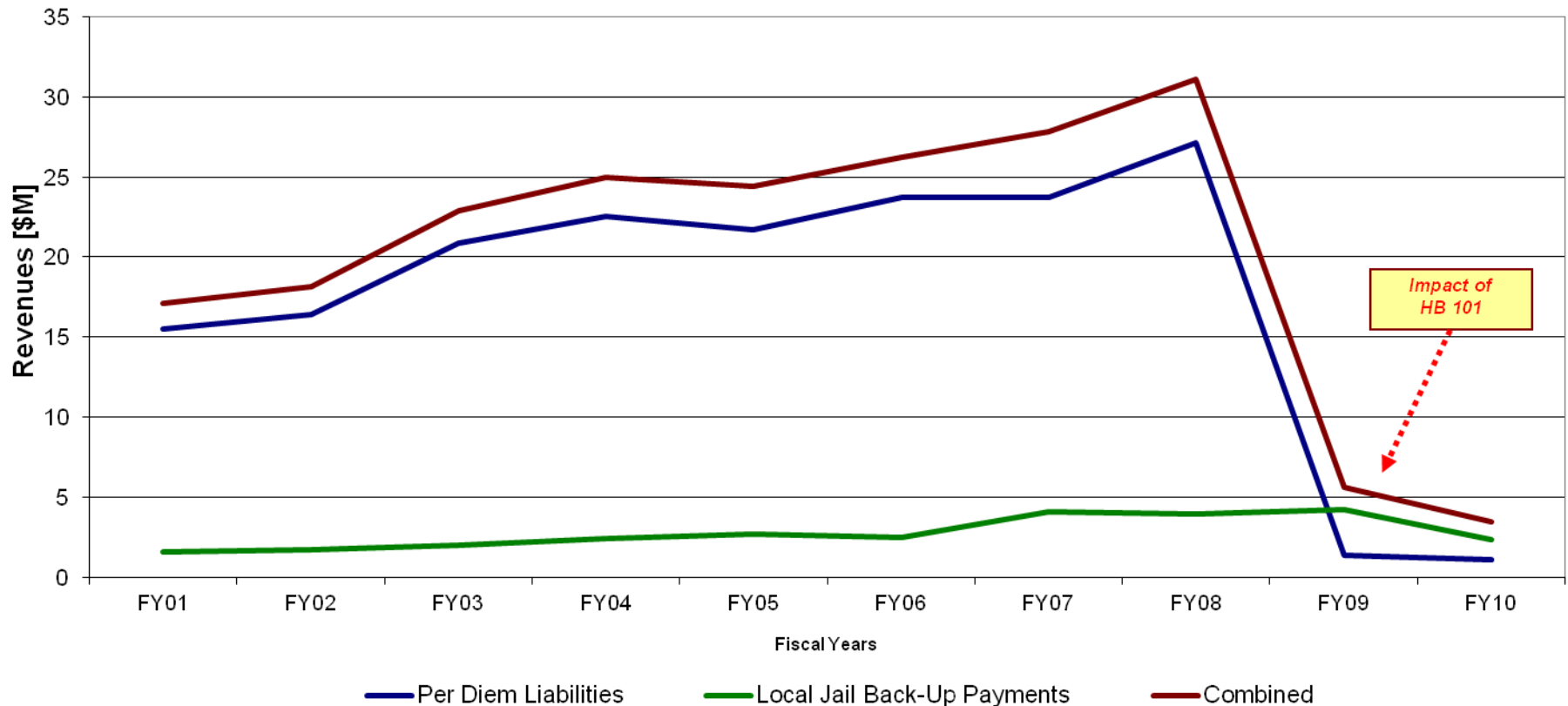
	Expenditures Per Diem, Per Inmate									
	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Headline measure	\$134	\$145	\$154	\$167	\$173	\$176	\$182	\$182	\$186	\$190
State-approved rate	\$118.63	\$106.40	\$120.42	\$128.58	\$141.18	\$45	\$45	\$45	\$45	\$45
Difference between Head Line Measure and State-approved	\$15.37	\$38.60	\$33.58	\$38.42	\$31.82	\$131	\$137	\$137	\$141	\$145

County is paying more to house state prisoners.



COUNTY PER DIEM & LOCAL JAIL BACK-UP REVENUES 10-YEAR HISTORY - CHANGE DUE TO HB 101 TOTALS for ALL MARYLAND COUNTIES

Cost-relative reimbursements under Title 9-HB 474



Source: DOCR



Recovery of Expenditures

Value of Housing State and Federal Prisoners

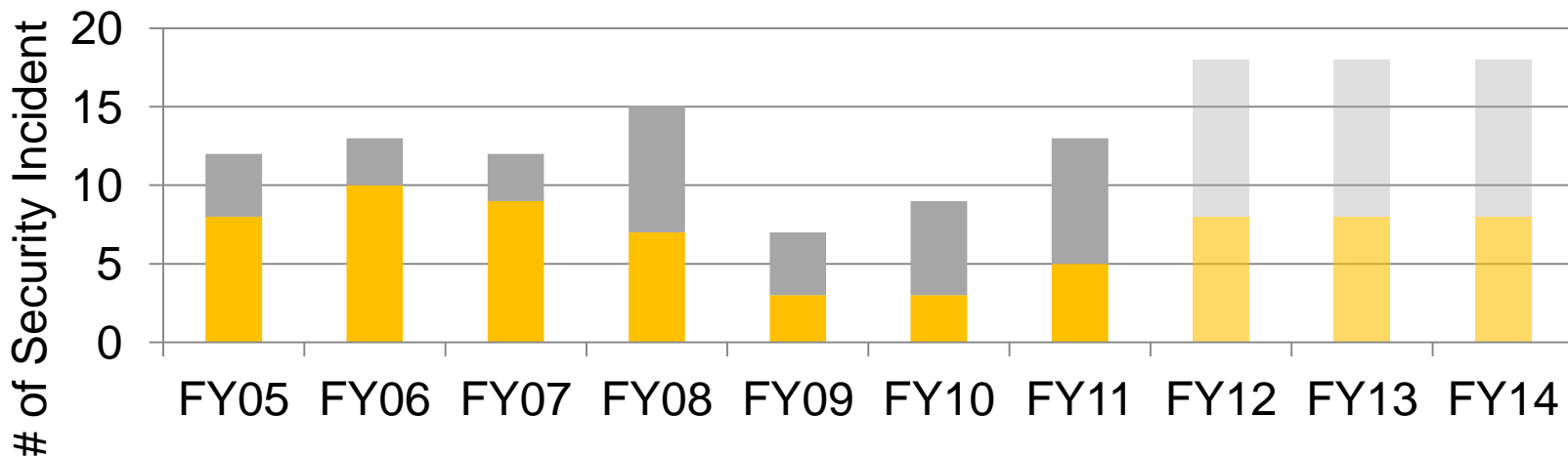
	FY06	FY07	FY08	FY09	FY10	FY11
Total prisoner days	374,297	376,325	373,689	399,246	376,716	388,085
Federal prisoner days (% of total)	25,257 (7%)	17,398 (5%)	15,036 (4%)	22,635 (6%)	21,444 (6%)	21,274 (5%)
State prisoner days (% of total)	3,018 (1%)	2,935 (1%)	2,900 (1%)	6,008 (2%)	9,548 (3%)	7,397 (2%)
Per diem (headline measures)	\$145	\$154	\$167	\$173	\$176	\$182
Total state/federal revenue	\$6,048,514	\$4,679,480	\$5,216,335	\$7,558,248	\$1,989,330	\$2,306,260

- **DOCR houses relatively few state and federal prisoners, as shown by percentage of total days by federal and state prisoner days.**
- **Most expenditures are sunk costs, including personnel**
- **Variable costs include medical services, food and supplies, clothing, and drug screening**

State/Federal revenues have declined from FY2009 levels.



Headline Measure #2: Security Incidents



	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Pre-release Escapes	8	10	9	7	3	3	5	8	8	8
Assaults on Staff	4	3	3	8	4	6	8	10	10	10

FY11 is slightly higher in pre-release escapes and assaults on staff.

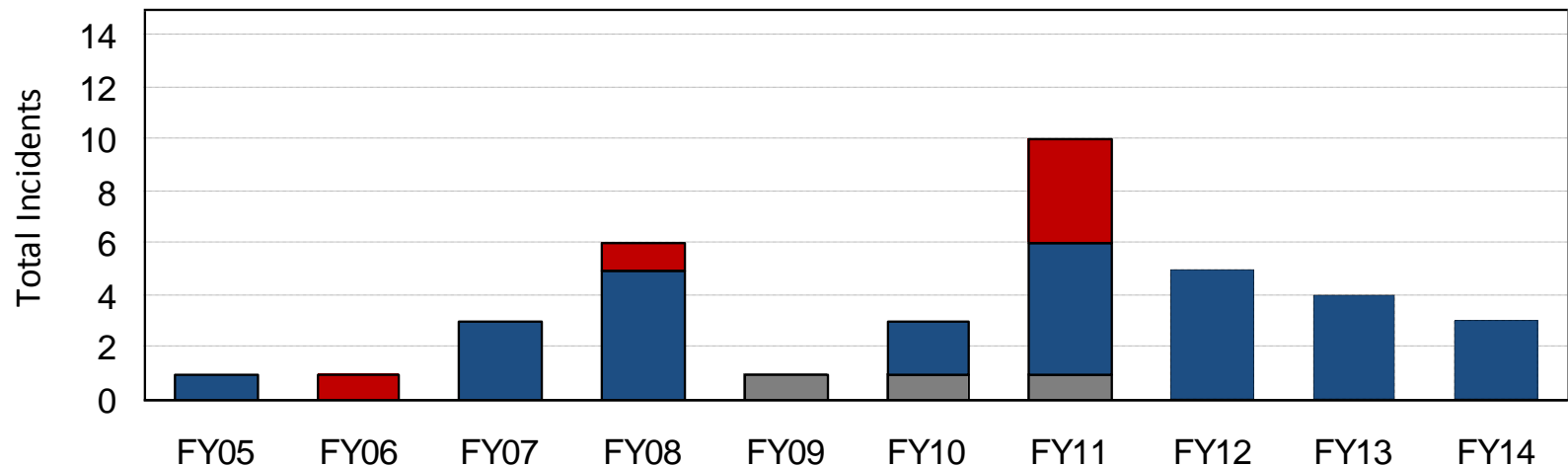
- A Prerelease escape, normally is not a breakout it is most often not returning from work or job search. DOCR treats this as a full escape under Maryland law and engages each case in a very serious matter seeking felony designation and sentences by SAO, Office of the Sheriff and Police.
- Assaults upon staff metric is very low however even one is too many and warrants close attention.



Headline Measure #2: Security Incidents

Zero Tolerance Incidents

Zero-tolerance incidents include suicides, jail escapes, inappropriate releases, sexual misconduct/Prison Rape Elimination Act (PREA) incidents.



	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Suicide	0	0	0	0	1	1	1	0	0	0
Jail Escape	0	0	0	0	0	0	0	0	0	0
Inappropriate Release	1	0	3	5	0	2	5	5	4	3
Sexual Misconduct/PREA	0	1	0	1	0	0	4	0	0	0



Headline Measure #2: Security Incidents

■ Departmental Explanation for FY11 Performance

- Attention to the detail and methodology of security
- Turnover was low, but some probationary discharges were implemented to ensure that only fully qualified staff were retained
- DOCR remains tied to national voluntary standards (American Correctional Association, National Commission on Correctional Health Care and Correctional Education Association) and mandatory Maryland Commission on Correctional Standards that create many levels of accountability and intake/classification and supervision to diminish the potential for security incidents
- FY2011 has seen a growth in institutional violence. Given the major reduction of positions within DOCR (52 over the past 3 years), DOCR moved from a hardcore proactive model to a reactive posture which contradicts our desired method of correctional operations.

■ Departmental Explanation for FY12-FY14 Projections:

- Growth of gang presence and complexity of the inmate population throughout the adult correctional system
- Serious concerns should any additional staffing reductions be imposed upon DOCR that drive further dependence on a reactive approach to daily operations
- Inability to consider new methods or options due to concerns for the stability of core staffing throughout the agency.
- DOCR is incurring greater exposure for the County in minimizing negligence litigation and work place risk management violations



Headline Measure #3: Percent of Bed Needs Met

Percent of bed needs met: Percent of inmates that are able to receive a bed assignment before overcrowding measures are taken.

	2006	2007	2008	2009	2010	2011*	2012	2013	2014
Pct of Bed Needs Met	100%	100%	100%	100%	100%	100%	100%	100%	100%
CPU Admissions	15,899	15,270	16,171	16,759	15,191	14,440	15,000	15,000	15,000
Jail Intakes	9,392	9,312	10,145	10,331	9,856	9,246	8,800	8,800	8,800
Pretrial ALOS (days)	20.9	22	20.3	21	22	23	20*	20*	20*
Sentenced ALOS (days)	109	100	98.3	100	85	94	105	105	105

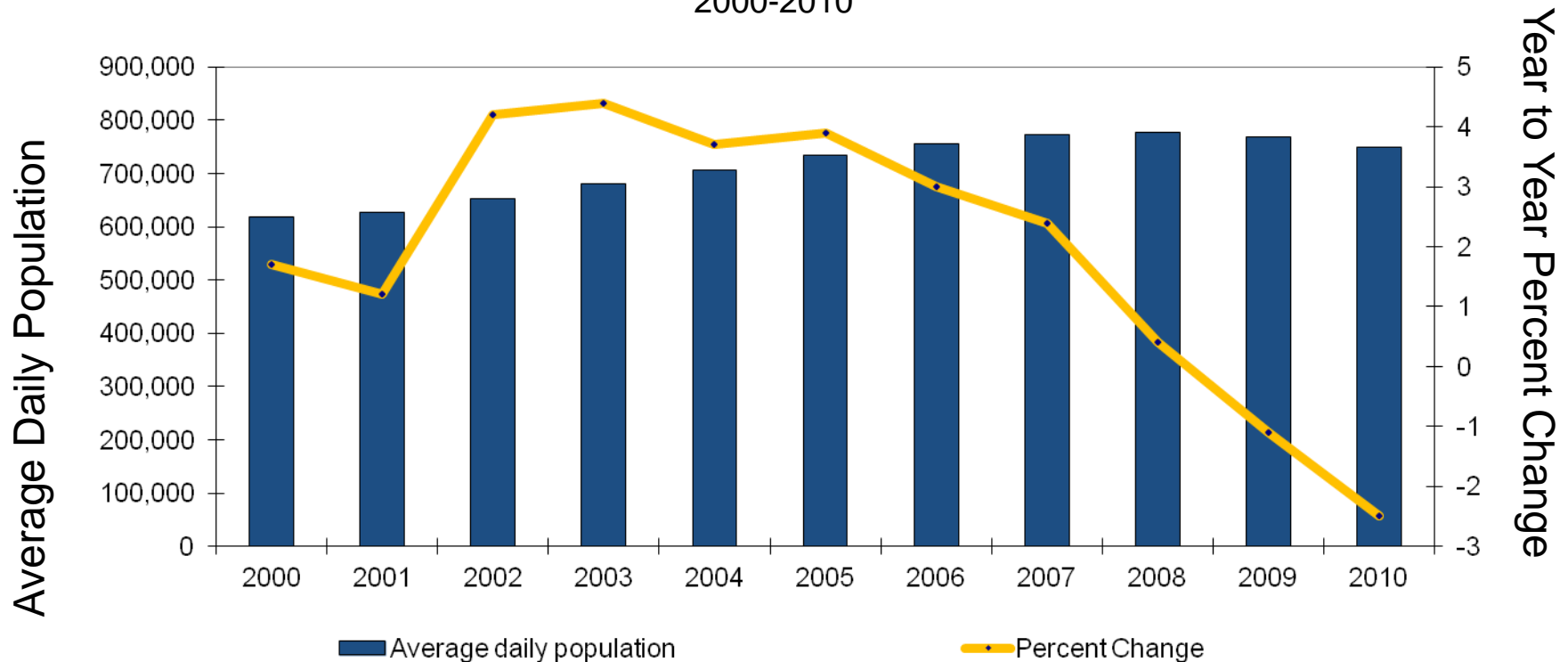
Calendar year 2011's reduction in CPU admissions is part of a national trend that occurred where total adult population under supervision of correctional authorities declined.

*CY2011 showed a reduction in Jail Reduction (ADP) anomaly, more time is needed to evaluate this change and will require review in a serious Master Confinement Study. Projected 2012 – 2014 numbers are tentative until a full review is conducted by CJ agencies.



Headline Measure #3: Percent of Bed Needs Met

National Data: Inmates confined in local jails at midyear and change in the jail population, 2000-2010



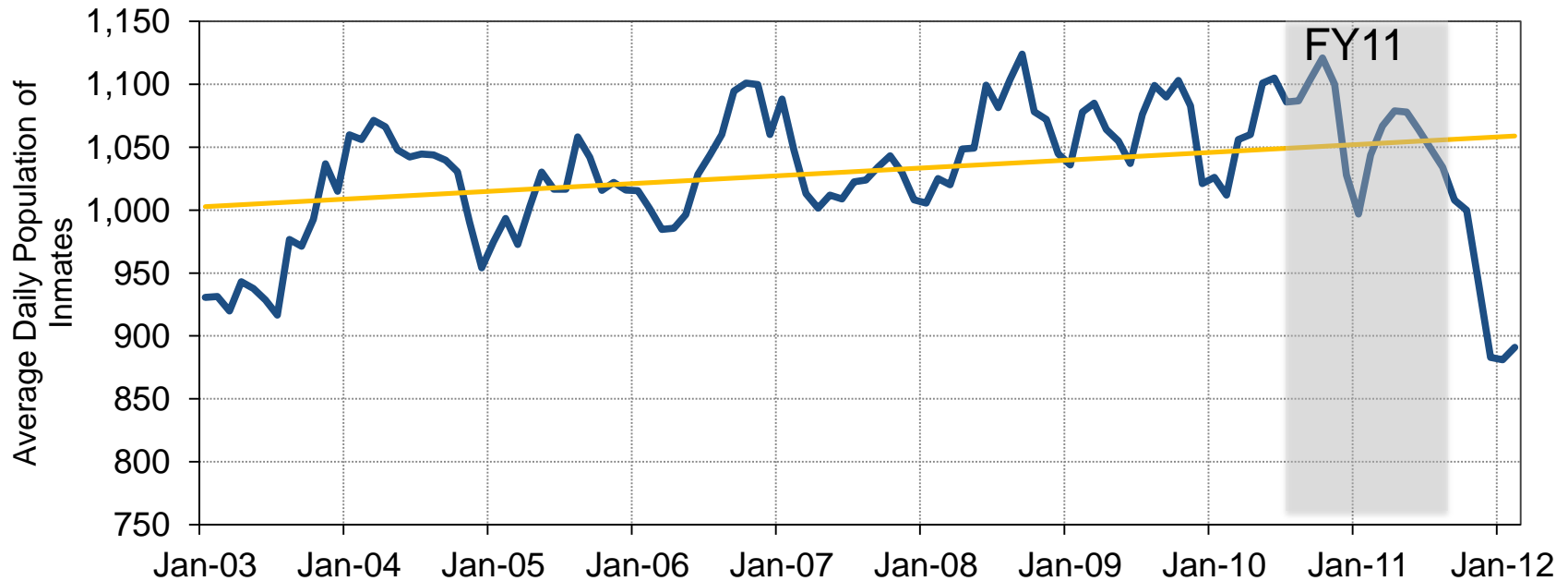
Between midyear 2009 and midyear 2010, the confined inmate population in county and city jails declined by 2.4%. This is only the second recorded decline since the Bureau of Justice Statistics started survey data in 1982.



Source: Bureau of Justice Statistics, <http://bjs.ojp.usdoj.gov/content/pub/pdf/cpus10.pdf>

Growth in Average Daily Population of Inmates

Average Daily Population (ADP) and Trendline



Calendar Year	Average ADP	Max ADP by Month	Min ADP By Month
2008	1062	1124	1004
2009	1069	1103	1021
2010	1074	1121	1012
2011	1020	1079	883

Overall CPU admission were down in FY11 and average daily population also were down.



Headline Measure #3: Percent of Bed Needs Met, Average Daily Population Area Jurisdictions

Fairfax County	FY06	FY07	FY08	FY09	FY10	FY11 Est	FY12 Est
Average daily Adult Detention Center (ADC) inmate population	1,046	1,095	1,155	1,126	1,102	1,059	1,125
Average daily Pre-Release Center (PRC) inmate population (does not include EIP)	190	191	179	183	177	167	185
Combined ADC and PRC Average daily Population	1,236	1,286	1,335	1,309	1,279	1,226	1,310
Average Stay Male (Days)	N/A	N/A	N/A	N/A	N/A	24.77	N/A
Average Stay Female (Days)	N/A	N/A	N/A	N/A	N/A	10.68	N/A

Prince George's County	FY06	FY07	FY08	FY09	FY10	FY11 Est	FY12 Est
Average daily inmate population	N/A	1,482	1,462	1,461	1,229	1,175	1,200
Average number of days in the correctional facility for an inmate	N/A	33.0	33	34	32	34	32

Frederick County*	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Average Daily Population	496	496	477	426	438	N/A	N/A
Average Length of Stay	21	20	17	16	16	N/A	N/A

Source: Respective County's Budget Documents, *Source: Annual Report of Sheriff Department (<http://frederickcountymd.gov/index.aspx?nid=1141>))



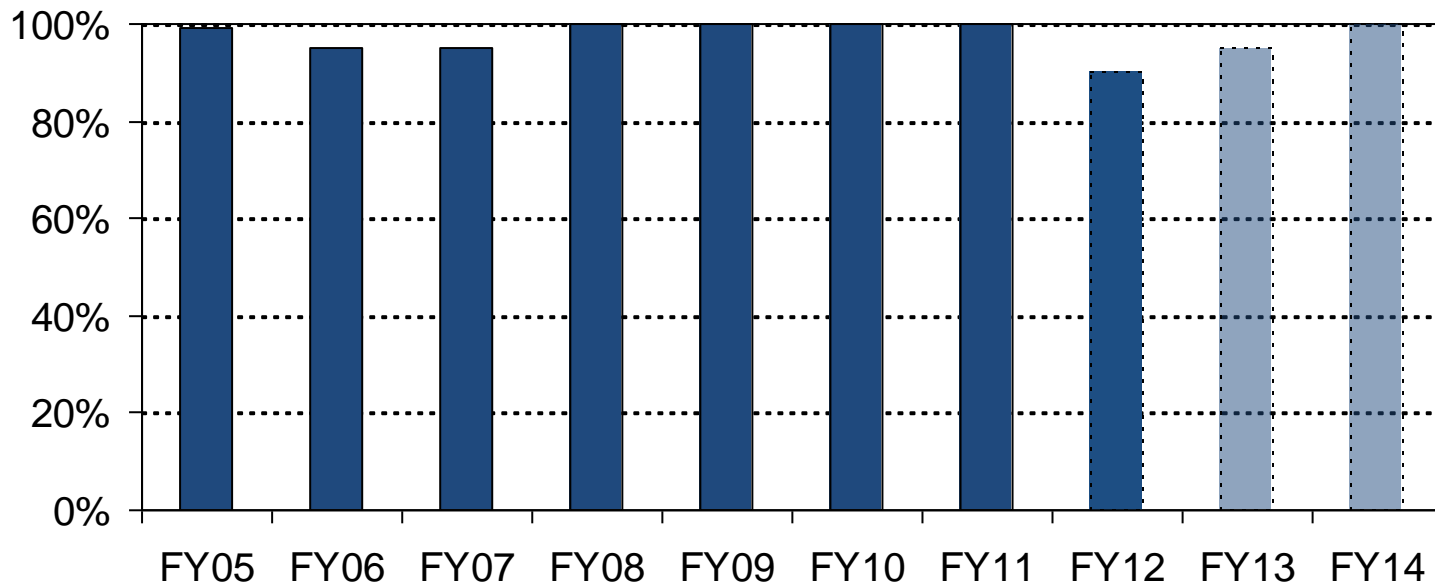
Headline Measure #3: Percent of Bed Needs Met

- **Departmental Explanation for FY11 Performance**
 - A strong Pretrial program.
 - Growth in the caseload of Drug Court.
- **Departmental Explanation for FY12-FY14 Projections:**
 - Growth of gang population and separation requests limits flexibility in making housing decisions
 - 2011 intakes and admissions saw a decline consistent with national statistics. This unprecedented anomaly will be reviewed as part of annual trend analysis.



Headline Measure #4: Percent of Accreditation Standards Met

Percent of Maryland Commission on Correctional Standards and Correctional Education Association accreditations met



Reduction noted in FY12 for certain physical elements needing modifications to meet accreditation.



Headline Measure #4: Percent of Accreditation Standards Met

▪ Departmental Explanation for FY11 Performance:

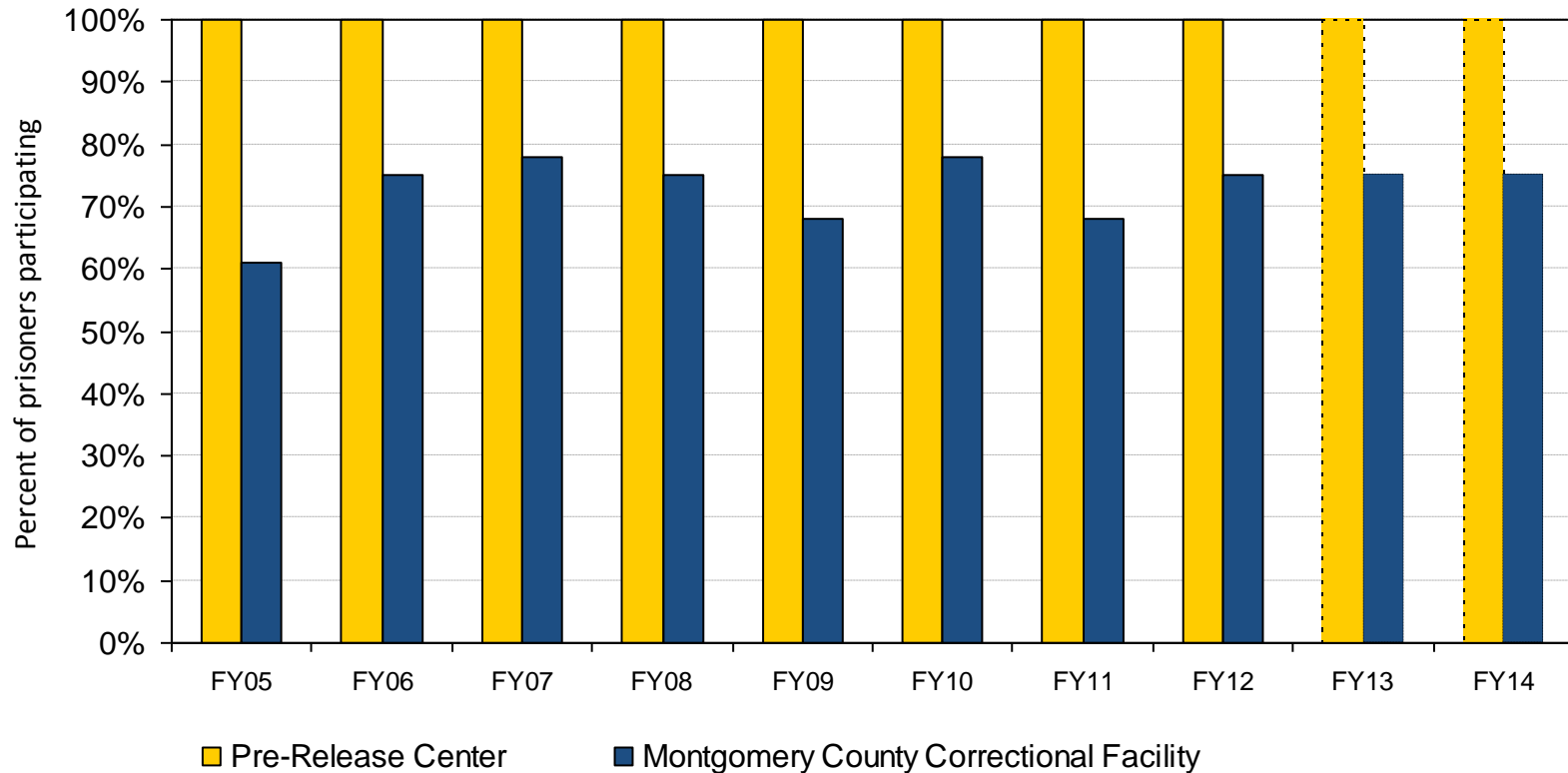
- Clarity in public meetings and County policy sessions at the Executive and Council level - accreditation standards (both mandatory and voluntary) form the core practice methodology of this agency as it relates to core correctional practices.
- Department adheres to legally tested practices regarding offender management and institutional operations

▪ Departmental Explanation for FY12-FY14 Projections:

- Absent direct executive orders to lower the bar on best practices, data driven outcomes for institutional safety and basic constitutional standards of practice, accreditation will remain department's guide and operational map. Projections will continue to show a growth in violent incidents – inmate on inmate and inmate on staff. While department's past practice is enormously low for a county of this size, the vast number of reduced positions and the beginnings of reduced-program involvement clearly impact safety considerations.



Headline Measure #5: Percent of Prisoners Participating in Self Growth and Development Programs



FY11 decline at MCCF to return measurement to FY09 levels.



Inmate Programs Abolished in FY11

Program Name	Description	Provided By	Program Cost	Credited Days*
Job Shop/Workforce	Work assignments completed for public and non-profit agencies including a variety of production and light assembly projects.	DOCR Employees	\$80,720	480
Digital Imaging	Partnership with Department of Permitting Services in which documents and blue prints were scanned, indexed, and imported into their system by inmate labor.	DOCR Employees	\$64,060	600
Bakery	Program in which inmates attend a 12 week training program to obtain a certified food service license.	DOCR Employee	Grant \$69,080	1,080
Remedial Reading	Life skills oriented literacy instruction for people reading below a 3rd grade level.	Education Contract	\$7,700	600
Dialectical Behavioral Therapy (DBT) 2009	Cognitive-behavioral therapy geared toward the treatment of those with borderline personality disorders.	CIU Therapists	\$0	1,200

Slide from CountyStat, DOCR Inmate Programming Meeting 9/17/10



* Total days credited to inmates in FY10

Headline Measure #5: Percent of Prisoners Participating in Self Growth and Development Programs

▪ Departmental Explanation for FY11 Performance:

- Diversity of programs, including volunteer faith community efforts, diversity and culturally sensitive art programs, hundreds of secular volunteer programs and adult education, and serious and intensive substance abuse, mental health programs and co-occurring programs.
- MCGEO recognition of the value of well operating programs because they significantly diminish the potential for violence throughout Detention Services – if inmates are occupied the potential for violence is reduced – DOCR is now at a tipping point/crossroads given the reductions in core operations/staffing over the past three budget cycles.

▪ Departmental Explanation for FY12-FY14 Projections:

- Reduction in overall supervision of volunteer programs and elimination of programs such as bakery and food management training as a result of County budget challenges - impacts percent of program participation, but that is a driver of institutional safety outcomes and again brings department to a tipping point where programs within DOCR have always been part of security template – see growth in FY12-14 projections on inmate violence.



Tracking Our Progress

■ Meeting Goals:

- DOCR is in a period where stabilization should be the major expectation and County requirement. DOCR has lost 53 staff positions and now finds itself at a tipping point regarding proactive versus reactive security operations. We seek no major new initiatives. The following elements drive our ability to be successful:
 1. Stabilization repair of MCDC/CPU so it can continue to operate and serve 2,000 Police Officers and the District Court of Maryland Commissioners (keep them from leaving);
 2. No further loss of staff positions within DOCR staffing;
 3. Collaborative strategies to bring employees back to work (OHR, OCA, Workman's Comp with strict monitoring by OMB and CountyStat);
 4. No loss of time in completing the search for State funds to build the new Criminal Justice Center, planning for MCCF build-out, Training Unit for DOCR at MCCF and kitchen equipment upgrade at PRRS;
- How will we measure success – there are objective and non-metric outcomes that will assist the County Executive in determining whether success or increments of success have been achieved:
 1. Objective Measure – Absence of litigation or minimal litigation, focusing on Department meeting correctional standards and constitutional provisions of jail operations;
 2. Objective Measure – MCCF, MCDC and PRRS levels of compliance with Maryland Commission on Correctional Standards guidelines – meeting all existing standards of operation, both mandatory and voluntary;
 3. Objective Measure – has MCDC/CPU been physically stabilized and have the District Court Commissioners remained or departed;



Tracking Our Progress (continued)

4. Objective Measure – assaults upon staff by inmates – are they moving up, staying constant or moving down and why?
5. Objective Measure – Prison Rape Elimination Act occurrences as new US Attorney General Standards are to be implemented, spring/summer 2012;
6. Non-metric Measure – yearly Grand Jury reports mandated by Maryland Statute;
7. Non-metric Measure – 311 receipt of complaints – not metric because not many are received, but each one is taken seriously;
8. Non-metric Measure – County Executive Correspondence – few are received fortunately regarding DOCR, but each warrants attention both present and future;
9. Non-metric Measure – Level of collaboration as evidenced through discussions with the Criminal Justice Coordinating Commission, Office of the State's Attorney, Office of Public Defense, Circuit Court of Montgomery County, District Court of Maryland, District Court of Maryland – Commissioners as it relates to DOCR efforts to develop options and efficiencies to stay within the core measure of having sufficient inmate bed space to respond to criminal justice needs;
10. Non-metric Measure – customer service feedback (litigation already covered as it relates to prisoners) – stakeholder customers – have complaints or expressions of concern or commendations been received from community advocacy groups such as: NAACP, Latino Police Advisory Group, Domestic Violence Coordinating Commission, National Association of Counties – Criminal Justice and Public Safety Steering Committee, Prerelease Community Advisory Board, MCCF Community Advisory Committee, MCDC Neighborhood Advisory Committee; Police agencies who use Central Processing Unit, Faith-based organizations who historically have served the inmate population and individual members of the Montgomery County community.



Wrap-Up

- **Follow-Up Items**
- **Performance Plan Updating**

